

Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

A. GENERAL INFORMATION

1. Date

2. Department

California Department of Corrections and Rehabilitation

3. Organizational Placement (Division/Branch/Office Name)

Office of the Secretary

4. CEA Position Title

Equity Officer

5. Summary of proposed position description and how it relates to the program's mission or purpose. (2-3 sentences)

The Department of Corrections and Rehabilitation proposes to allocate the above position to the CEA category within the Office of the Secretary. The Equity Officer will be responsible for developing, implementing, maintaining, and evaluating a department wide equity and inclusion framework through collaboration with departmental program leadership and external partners.

6. Reports to: (*Class Title/Level*)

Secretary, California Department of Corrections and Rehabilitation

7. Relationship with Department Director (*Select one*)

- ☒ Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.
- ☐ Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(*Explain*): Reports directly to Secretary of Department

8. Organizational Level (*Select one*)

- ☐ 1st ☒ 2nd ☐ 3rd ☐ 4th ☐ 5th (mega departments only - 17,001+ allocated positions)

B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

The Equity Officer will be responsible for developing, implementing, maintaining, and evaluating a department wide equity and inclusion framework through collaboration with departmental program leadership and external partners. This framework will guide the department's implementation of a diverse workforce plan, as well as to administer fair and equitable services to all Californians.

Under the direction of the Secretary, the Equity Officer is responsible for setting and implementing an overarching vision of DEI for CDCR/CCHCS as the employer that works to eliminate systemic organizational marginalization and promotes inclusion practices that will be evidenced through our structures, customs and leadership. Through collaboration with departmental leadership, the Equity Officer will service to create equitable practices for staff, incarcerated/parolee populations, and contractors and will be dedicated to overseeing and managing the department's equity initiatives. The incumbent will act as a DEI subject matter expert by contributing perspective, insights, and knowledge, and taking a balanced consultative and systematic approach to enable the organization to achieve measurable results.

The Equity Officer leads the effort in developing and implementing the overarching vision, identity, and strategy for equity throughout CDCR/CCHCS. The Equity Officer identifies existing policies and practices in the department beginning with information collected through the GARE Steering Committee that contribute to, uphold, or exacerbate disparities and develops initiatives/policies to address these disparities. The Equity Officer implements measures to support capacity building and provides assistance for CDCR/CCHCS divisions to invest in strategies for equity and inclusion, including employee training and support, development of equity programming, and assistance to departments to change departmental policies and practices to improve equity outcomes, including: Identify existing policies and practices in the department beginning with information collected through the GARE Steering Committee that contribute to, uphold, or exacerbate disparities and develop proposals to address these disparities; review language in departmental regulations, policies, and communications and make recommendations for equity-specific revisions; report findings of analysis to CDCR/CCHCS leadership and ensure use of data to inform policies addressing service inequities faced by target population and demographics; facilitate departmental policy reforms and systems change; Consult on community outreach and engagement efforts to include formerly incarcerated, families, and advocacy organizations; oversee staff engagement of the incarcerated/parolee population and contractors while assessing and evaluating deliverables; and active participant in other public sector task force/stakeholder groups under the leadership of the CEO, GovOps.

The Equity Officer utilizes data to achieve equity-focused goals and objectives. Ensures data drives decisions and resource allocation to improve equity among staff and stakeholders. Ensures CDCR/CCHCS contributes to and utilize reliable data to inform decision-making and achieve equity outcomes. The Equity Officer shall report the findings of such analysis to CDCR/CCHCS leadership and ensure use of data to inform policies addressing service inequities faced by target populations and demographics. In partnership with the Secretary, collaborates with all CDCR/CCHCS program areas and divisions and GARE to do the following: assess potential barriers and develop strategies focused on recruiting and retaining a diverse workforce and collaborates on training initiatives regarding cultural competency, gender differences and other topics designed to increase awareness and support of DEI values, while maintaining compliance with applicable laws; review proposed operational changes for potential bias and propose equity solutions; review implementation of departmental initiatives to ensure equitable execution and provide recommendations for equity improvements for future initiatives.

In collaboration with Human Resources and program leadership, leads the development of retention strategies that will align with the department's goals to reduce employee turnover and ensure individuals are engaged and productive long-term. In collaboration with Training/Staff Development, develops and coordinates diversity training manuals and materials. Stays informed on matters/topics, changing laws and practices that impact diversity and inclusion. Develops a means of measuring the effectiveness of diversity initiatives. Creates and promotes diversity-oriented events, minority and protected class inclusion programs and cross-cultural workshops.

In a leadership role with responsibility for overseeing various departmental work groups, plan, organize, direct, and evaluate the work and performance of diverse work group staff. This includes but is not limited to the following: Comply with state and federal laws, rules, regulations, bargaining unit contracts, and policies in all personnel practices, including, but not limited to: hiring, employee development, and management.

Perform administrative duties including, but not limited to: adhere to department policies, rules and procedures; submit administrative requests including leave, travel, and training in a timely and appropriate manner; accurately report time, and submit time sheets by the due date.

B. SUMMARY OF REQUEST (continued)

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- ☒ Program is directly related to department's primary mission and is critical to achieving the department's goals.
- ☐ Program is indirectly related to department's primary mission.
- ☐ Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: The mission of the California Department of Corrections and Rehabilitation (CDCR) is to facilitate the successful reintegration of the individuals in our back to their communities equipped with the tools to be drug-free, healthy, and employable members of society by providing education, treatment, rehabilitative, and restorative justice programs, all in a safe and humane environment. Without the work of the Equity Officer, the Department would not be able to create more equitable practices for staff, inmate/patients, parolees, or contractors that would allow us to successfully deliver on our mission.

The California Department of Corrections and Rehabilitation (CDCR) and California Correctional Health Care Services (CCHCS) are committed to building and fostering a diverse workplace. We believe cultural diversity, backgrounds, experiences, perspectives, and unique identities should be honored, valued, and supported and that all staff should be empowered.

The Equity Officer incumbent will provide leadership and consultation on Diversity, Equity and Inclusion (DEI) department wide. The incumbent serves as a member of the CDCR and Government Alliance on Rare and Equity (GARE) leadership team, partnering to develop and drive forward the key strategies the department is implementing on behalf of the Secretary and Governor's Office.

B. SUMMARY OF REQUEST (continued)

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

The CDCR and CCHCS are establishing the Equity Officer position to provide department support in the vision, policy, support, and direction, for both staff and the population as it relates to diversity, equity and inclusion. The position will report directly to the Secretary and be responsible for setting and implementing an overarching vision of Diversity, Equity, and Inclusion (DEI). In CDCR/CCHCS's unique matrix reporting structure, there are many different areas working on equity matters, this position would serve as a leadership role in this capacity.

C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

The Equity Officer will work closely with the Department's Human Resource office and program leadership to develop and deploy initiatives to broaden the Department's outreach to diverse, qualified candidates. In support of this effort, the Equity Officer will partner with hiring managers and leadership to develop retention strategies for the Department.

The Equity Officer will work closely with CDCR, CCHCS and Government Alliance on Race and Equity (GARE) leadership team to create and foster opportunities for all interested employees. In addition, the Equity Officer will represent the Department as a liaison with several state, local and federal agencies, associations, and advocacy groups.

The Equity Officer provides vision and leadership to effectively integrate inclusion into the workplace by working closely with Department leadership, Office of Civil Rights (OCR), Human Resources, and stakeholders to shape and implement strategies aligned with the Department's strategic Diversity, Equity and Inclusion plan, vision and related goals. The Equity Officer collaborates with and provides assistance to department leadership to create awareness and understanding, in developing and implementing programs to achieve fair and equitable outcomes.

C. ROLE IN POLICY INFLUENCE (continued)

13. What is the CEA position's scope and nature of decision-making authority?

The Equity Officer position requires a high level of independent judgment and has full decision-making authority over the Department's diversity, equity, and inclusion program. The Equity Officer is responsible for developing and providing overall management and direction of the Department's diversity, equity and inclusion programs and practices throughout the Department. The Equity Officer will build and maintain an organizational culture that promotes an inclusive and diverse workforce and establishes external and internal equity.

14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?

The Equity Officer will be developing, recommending, and implementing new policy as well as modifying and implementing existing policy. New policy will be developed as required to meet the operational need of CDCR, to improve equity outcomes. Existing policy will be reviewed and updated as required, commensurate with program and/or legislative changes within CDCR, and make recommendations for equity-specific revisions.